



TEAM TYNDALL--Taking America's Premier Air Superiority Training Into The 21st Century

OVERVIEW

Over 4,000 military and civilian members of the 325th Fighter Wing comprise "Team Tyndall" which executes the Wing's primary mission of "Providing the World's Best Air Superiority Training." The 325th Fighter Wing is the only unit in the United States Air Force tasked with training F-15 air-to-air combat pilots, as well as training ground support teams in weapons and aircraft maintenance. The Wing also operates the Air Force's primary Weapons Controller School training various radar air weapons directors, controllers, and supervisors. Additionally, the Wing trains F-15 Crew Chief Mission Ready Technicians (MRT's), F-15-oriented Intelligence Personnel, and Air Traffic Control (ATC) Officers. Furthermore, the Wing is the host unit for Tyndall Air Force Base (AFB), responsible for the land, facilities and support services for numerous military and non-military tenant organizations with over 3,000 military and civilian personnel.

The 325th Fighter Wing's home, Tyndall Air Force Base, is located in Eastern Bay County about 12 miles from Panama City, Florida. Activated in the early 1940's, the base was home to the Army Air Corps' first flexible gunnery school. As the base modernized, so too did its aircraft. Tyndall hosted the T-33, F-106, F-4, and F-15 aircraft. The 325th Fighter Wing currently has 77 F-15 aircraft assigned and has completed a transition from the older A and B models to upgraded C and D models. Over the years, the facilities and airspace at Tyndall have been tailored so they are best suited for supporting an air-to-air mission. The base is bordered on three sides by water and has a 10 mile buffer of undeveloped land to the east, thereby precluding encroachment pressures of the civilian community. The Wing exercises its mission throughout 29,000 acres of Florida's Gulf Coast and off-shore air operations ranges in the Gulf of Mexico. The "Home of the Checkertail Clan" is also the proud steward of some of the last and most-pristine coastal wilderness in the nation. Of the 29,000 acres of base real estate, 18,000 acres are protected and maintained in their natural state. In fact, the Wing's program to protect its natural resources is recognized as "The Best in the Air Force." Additionally, Tyndall is the largest single employer in Bay County. The base provides jobs to more than 7,000 people, more than the next 12 largest private sector employers combined, and has a total estimated economic impact of \$323,587,287 in the local area.

The 325 Fighter Wing is one of 16 Wings in Air Education and Training Command (AETC) whose

organizations and personnel have been recognized as playing a pivotal role in the nation's defense posture and a successful steward of the nations' treasures. For example from 1993 to the present, the Wing has won four Department of Defense (DoD) Awards including the 1995 Secretary of Defense Maintenance Excellence Award, 1995 Secretary of Defense Natural Resources Conservation Award, and the 1993 Secretary of Defense Productivity Award. Additionally, the wing has won 23 US Air Force Awards including 6 Air Force Outstanding Unit Awards, 1993 and 1995 General Thomas D. White Natural/Cultural Resources Management Awards, and the 1994 Daedalian Award. Furthermore, Air Education and Training Command has presented 126 Awards to the wing including the 1994 and 1995 Maintenance Effectiveness Awards, the 1994 and 1995 Lance P. Sijan AF Leadership Awards: Senior Enlisted Category, the 1995 Lt Gen Leo Marquez Aircraft Maintenance Award, the 1994 and 1995 Gen Lew Allen, Jr. Awards, the HQ Air Force Top Gun Award, the 1995 Francis Gabreski Award, the 1994 Lt Gen Claire Lee Chennault Award, the 1994 and 1995 Environmental Compliance Awards, the 1994 and 1995 Thomas P. Getty Awards for Logistics Excellence, and the 1993 Air Force Association Aerospace Award.

Customer Segments

The mission of the 325 FW is to "Train the World's Best Air Superiority Team for the Air Force." The 325 FW has identified six major customer segments within our primary customer, the Air Force. Three of these customer segments are mission-oriented, external customers. They include numerous squadron-level gaining commanders and front-line supervisors (i.e., F-15 fighter squadrons, tactical air control squadrons, operational support squadrons, etc), selected MAJCOM-level directorates, and our transit students attending the various courses of training at Tyndall AFB. Our other three customers are internal. The largest of these internal customers consists of our Air Force Family of active duty, air national guard, reserve, retired military personnel; DoD civilians; and their dependents. The other two customers include our tenant units and the local community.

Products and Services

The 325 FW has three key products and services. They include Tyndall's Air Superiority Team (AST) training product, the Readiness product, and the Installation Excellence product/service.



AST Training Product: The primary wing product is training the AST which is the reason for Tyndall's operational existence. Overall, the AST comprises numerous training courses for the Air Force including:

- Primary F-15 Air-to-Air Training
- Air Weapons Director Training
- F-15 Crew Chief Mission Ready Technician Training
- F-15-Oriented Intelligence Personnel Training
- Air Traffic Control Officer Training

A key aspect of the AST product has been the recent completion of the new F-15 training syllabus, an effort which required a significant commitment of leadership, manpower, and other resources, warranting a bottom-up review of the wing's priorities.

The new F-15 Training Syllabus was a major initiative, responding to gaining units' requirements for more appropriate training for our F-15 pilots.

Previously, we provided gaining units with a newly qualified F-15 pilot basically trained in limited air combat tactics (ACT) using the AIM-7 radar missile as the primary weapon, and training on aircraft not modified under the Multi-Staged Improvement Program (MSIP). Gaining units were required to provide significant additional upgrade training--up to 20 sorties often provided over a six month to a year timeframe--to qualify their pilots on MSIP aircraft and in the use of the primary weapon, the AIM-120, advanced medium range air-to-air missile (AMRAAM). This additional training was expensive and adversely affected unit combat status and readiness.

The new MSIP Training Syllabus was our response to our primary customer's need. It now provides extensive training built around AMRAAM employment and more thorough ACT training. In addition, we have completed the final stage of MSIP modifications and all new pilots are able to train on MSIP aircraft. As a result, the gaining units' Mission Qualification Programs (MQT) have been reduced to just a few sorties, mostly for local orientation and squadron commander certification. Customer feedback tells us we are now producing a product which improves unit readiness and mission accomplishment.

Readiness Product: The wing's second product concerns readiness. This product fulfills a commitment to provide mission-ready personnel and equipment to meet combat, combat support, and combat service support taskings for the Air Force.

MAJOR EXTERNAL CUSTOMERS	WHAT THEY REQUIRE FROM US	WHAT WE REQUIRE FROM THEM
F-15 Fighter Squadrons in the CAFs, Air National Guard, and Air Force Reserve: F-15 Pilots F-15 Crew Chief Mission Ready Technicians (MRT) F-15-Oriented Intelligence Personnel	Pilots and MRT's trained to syllabus and criteria referenced objectives (CRO) and course training standards (CTS). MRT designated 3-level skills signed off	Feedback on the quality and performance of our students. Feedback on their unit requirements.
Higher Headquarters Staffs With F-15 Fighter Pilot Requirements F-15 Pilots	Pilots trained to syllabus and criteria referenced objectives (CRO) standards.	Feedback on the quality and performance of our students. Feedback on their unit requirements.
Higher Headquarters and MAJCOMs Readiness Personnel Readiness Equipment	Fully qualified personnel and equipment available for mobility and execution of directed, operational, and contingency taskings.	Accurate mobility and directed, operational, and contingency tasking notification and requirements.
Air Defense/Control Units Air Weapons Directors	Weapons directors and battle managers trained to syllabus and criteria referenced objectives (CRO) standards.	Feedback on the quality and performance of our students. Feedback on their unit requirements.
Air Traffic Control Units ATC Officers	Air traffic controllers trained to syllabus standards.	Feedback on the quality and performance of our students. Feedback on their unit requirements.

Figure 1: Customers/Products/Requirements

Installation Excellence Product/Service: The wing also provides services for the Air Force and tenant organizations consisting of Installation Excellence. This service provides for the operations and maintenance of the base facilities, infrastructure, and properties. It also provides for the control, use, and disposal of resources and wastes.

Major External Customers/Products and Services/ Key Customer Requirements/Our Requirements

Figure 1 depicts two of our major external customers, what they require from us, and what we require from them. Our third major external customer consists of the students themselves. They require from us high quality instruction, skills development, and professional mentoring. We require from them their complete dedication and commitment to fulfilling the requirements of the appropriate training course dictated within the various syllabi. Other internal customers are addressed in the Wing Strategic Plan.

Major External Suppliers

Figure 2 identifies the wing's major external suppliers for our Air Superiority Team, Readiness, and Installation Excellence products and services; what we require from them; and what they require from us. Our



other external suppliers and internal suppliers are addressed in the Wing Strategic Plan.

Tyndall AFB Specifics

Tyndall AFB has a total population of 8,048 personnel consisting of:

• Active Duty Military:	4,817
• Permanent Party ANG/Reserve	109
• Traditional Guard/Reserve	135
• Military Trainees	486
• Appropriated Fund Civilians	1,110
• Non-Appropriated Fund Civilians	591
• Contract Civilians	800

The local community population of Bay County is approximately 139,000 of which 8,138 are retired military from all service branches. The base maintains more than 1,256 facilities, 3 runways, and 1,069 military family housing units located in 4 areas on base and downtown.

325th Fighter Wing Staff

The Wing Command Section provides command guidance and operational control of the 325th Operations Group, 325 Logistics Group, 325th Support Group, and the 325th Medical Group. The Wing Staff supports the Command Section and is directly responsible for several functional areas including Protocol, Chaplain, Manpower and Quality, Historian, Wing Operations Center, Public Affairs, Plans Office, Inspector General, Safety, and the 325th Comptroller Squadron.

325th Operations Group (OG)

The 325 OG is the focal point for all F-15 pilot training, air weapons director, air traffic control officer, and F-15-oriented intelligence personnel training. The group also takes part in the F-15 crew chief mission ready technician program which it shares with the Logistics Group. The group controls nearly \$4 billion in operational assets with an annual budget of \$65 million. The group generates over 17,000 sorties accumulating 22,296 flight hours in the process of training 1,540 students a year in all aspects of the air superiority team. The OG consists of three fighter squadrons, an air weapons director training squadron and an operations support squadron. The group staff provides guidance and assistance in successfully executing the training mission, and ensures quality performance and standardized procedures for pilots, air weapons directors, aircraft maintenance personnel and weapons load crews.

MAJOR EXTERNAL SUPPLIERS	WHAT WE REQUIRE FROM THEM	WHAT THEY REQUIRE FROM US
Technical Training Centers	Highly qualified technical trained graduates.	Feedback on the quality and performance of technical graduates. Feedback on unit required capabilities.
Specialized Undergraduate Pilot Training (SUPT) Bases	Highly qualified fighter pilot candidates.	Feedback on the quality and performance of basic pilot graduates. Feedback on unit required capabilities.
Introduction to Fighter Fundamentals (IFF) Course	Highly qualified fighter pilot candidates.	Feedback on the quality and performance of IIFT graduates. Feedback on unit required IIFT capabilities.
USAF Depots and Defense Logistics Agencies	Reliable, on-time depot-work, products, and services.	Feedback on product and service timeliness and reliability. Feedback on depot-work. Accurate assessment of requirements.
Anti-G Awareness Training (Centrifuge)	Highly qualified pilots in anti-G straining.	Feedback on the quality and performance of centrifuge graduates. Feedback on unit required anti-G capabilities.
Commercial and Government Contractors	Timely products and technical services.	Accurate statements of resource requirements. Prompt payment for services rendered.
The Local Community	Timely products, services, and support. Civilian manpower pool. Readily available and affordable commercial housing. Cultural and social facilities. Understanding and support.	Provide for the area economic base. Participation in housing development. Association with and support for municipal agencies and local affairs. Prompt payment for services rendered.

Figure 2: Major External Suppliers

The 1st, 2nd, and 95th Fighter Squadrons provide initial F-15 qualification training for pilots in addition to conversion and recurrence checkouts. Each squadron consists of an operations, maintenance and support section.

The 325th Training Squadron is the oldest squadron on Tyndall AFB. The Training Squadron is the single training source for all air weapons director and joint surveillance system technicians for the Air Force and the Air National Guard.

The 325th Operations Support Squadron provides all operation support of these four squadrons in the OG to include weapons and training, airfield operations, weather support, intelligence activities and current operations.



325th Logistics Group (LG)

The 325 LG is responsible for total logistics support for the wing flying mission and 16 tenant units in the areas of off-equipment aircraft maintenance, transportation, supply, fuels support, contracting, and maintenance training. The group has five squadrons, 1,200 personnel, a payroll of more than \$17 million, and an operating budget of nearly \$60 million. Group responsibilities also include management of 75 maintenance facilities and 150 work centers, oversight of a \$160 million supply account, and more than 900 government vehicles. The Quality Support Office in the LG staff is responsible for the daily activities of the SHARP WAY element, a command direct program chartered exclusively to find better ways of doing business with emphasis on cost avoidance and a "repair" versus "buy brand new" philosophy for aircraft parts and equipment. The Quality Support Office also oversees group production support, environmental management, information systems, and LG financial management.

Subordinate units in the LG are the 325th Logistics Support Squadron, 325th Transportation Squadron, 325th Contracting Squadron, 325th Maintenance Squadron, and the 325th Supply Squadron.

325th Support Group (SPTG)

Although training is at the heart of the 325 FW, the base could not carry out its mission without the supporting infrastructure. The 325 SPTG provides and maintains facilities and associated utilities, communications systems, security services, welfare and recreational activities, and personnel services necessary to conduct the wing's training missions. The group accomplishes its mission through five subordinate units: the 325th Civil Engineering Squadron, the 325th Communications Squadron, the 325th Security Police Squadron, the 325th Services Squadron, and the 325th Mission Support Squadron.

The group maintains the 29,000 acre installation and facilities valued at \$850 million. This responsibility includes care of 90 miles of shoreline, 17,000 acres of commercial forest, over 600 buildings, and nearly 1,100 Military Family Housing units. While the group provides the base police force, it also administers security clearances and passes to enter the base. The 325 SPTG operates the base telephone system as well as other voice, record, and data communications services. The group directly supports the flying mission of the 325 FW and associate flying units with the air traffic and control systems it operates and maintains.

Tyndall AFB, just as any small city, also requires cultural and recreational opportunities to enhance the quality of life for its residents. The 325th Support Group offers base residents a wide variety of leisure time recreation and self-improvement opportunities, such as organized athletic programs; fully equipped wood, automotive, and craft hobby shops; a well outfitted gymnasium, a well-stocked library, and a bowling alley. The group also feeds the base populace in the enlisted dining facility and eight retail dining activities.

Personnel services provided by the 325th Support Group include, management of military and civilian employment records, promotion testing, reassignment processing, and academic educational opportunities through participating colleges. There is also a center devoted to caring for special needs of military families, including retirement counseling.

The 325th Support Group visibly projects its mission: "Making Tyndall a better place to live and work."

325th Medical Group (MDG)

The 325 MDG provides quality medical care to active duty military personnel. Dependents of active duty personnel, retired military personnel and their family members may also use these facilities when availability permits. The MDG is fully accredited by numerous professional organizations including the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). Accreditation by the JCAHO indicates the MDG meets or exceeds highly-rigorous standards used to measure excellence in medical care. The MDG consists of the 325th Medical Operations Squadron, 325th Medical Support Squadron, 325th Aerospace Medicine Squadron, and the 325th Dental Squadron.

Tenant Organizations

Tyndall is the home of Headquarters First Air Force (1st AF). The 1st AF provides combat-ready forces for the aerial defense of the continental United States and Iceland. It is responsible for organizing, equipping and operating air defense forces for the Commander In Chief of the binational US/Canadian North American Aerospace Defense Command.

There are four sectors in the United States supporting this mission. The largest is the Southeast Air Defense Sector, located at Tyndall. It is the home of the Southeast Sector Operations Control Center (SOCC) responsible for an area from Virginia through the Florida Keys and west to Laredo, Texas.



To provide protection to the Eastern half of the Gulf of Mexico, Detachment 1, 148th Fighter Group, Minnesota Air National Guard, was attached to Tyndall. The detachment maintains four combat-ready F-16s on around-the-clock air defense alert.

The 475th Weapons Evaluation Group (WEG), a unit of the Air Warfare Center at Eglin AFB, conducts the air-to-air weapon systems evaluation programs. The WEG operates and maintains 3 E-9A aircraft and an average authorization of 63 full scale drone aircraft (QF-106 and QF-4) and 63 sub-scale drones (BQM-34 and MQM-107).

Another Tyndall unit, the Air Force Civil Engineering Support Agency (AFCEA) is an extension of the Air Staff at the Pentagon. It is the focal point for the management, research, and development of engineering programs which focuses on wartime requirements such as hardened aircraft shelters and rapid runway repair.

Summary

Team Tyndall will continue to pursue excellence in mission accomplishment using QAF principals and concepts to increase our capability to provide our products to our customers better, cheaper, and faster. Many challenges are before us in achieving our vision. This document, in association with the Wing Strategic Plan, General Plan, and Financial Management Plan provides a solid foundation for numerous organization-wide improvements and increased mission effectiveness. Clearly, this assessment will provide the roadmap for Team Tyndall in “Taking America’s Premier Air Superiority Training into the 21st Century.”